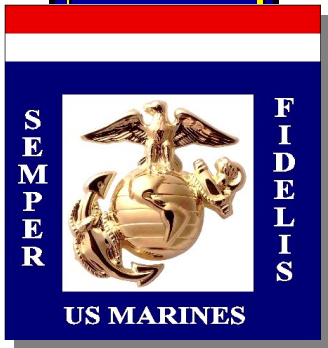


New Installation Commanders and Chiefs of Staff

***Mr. Mike Rhodes
Assistant Deputy Commandant for
Manpower and Reserve Affairs***



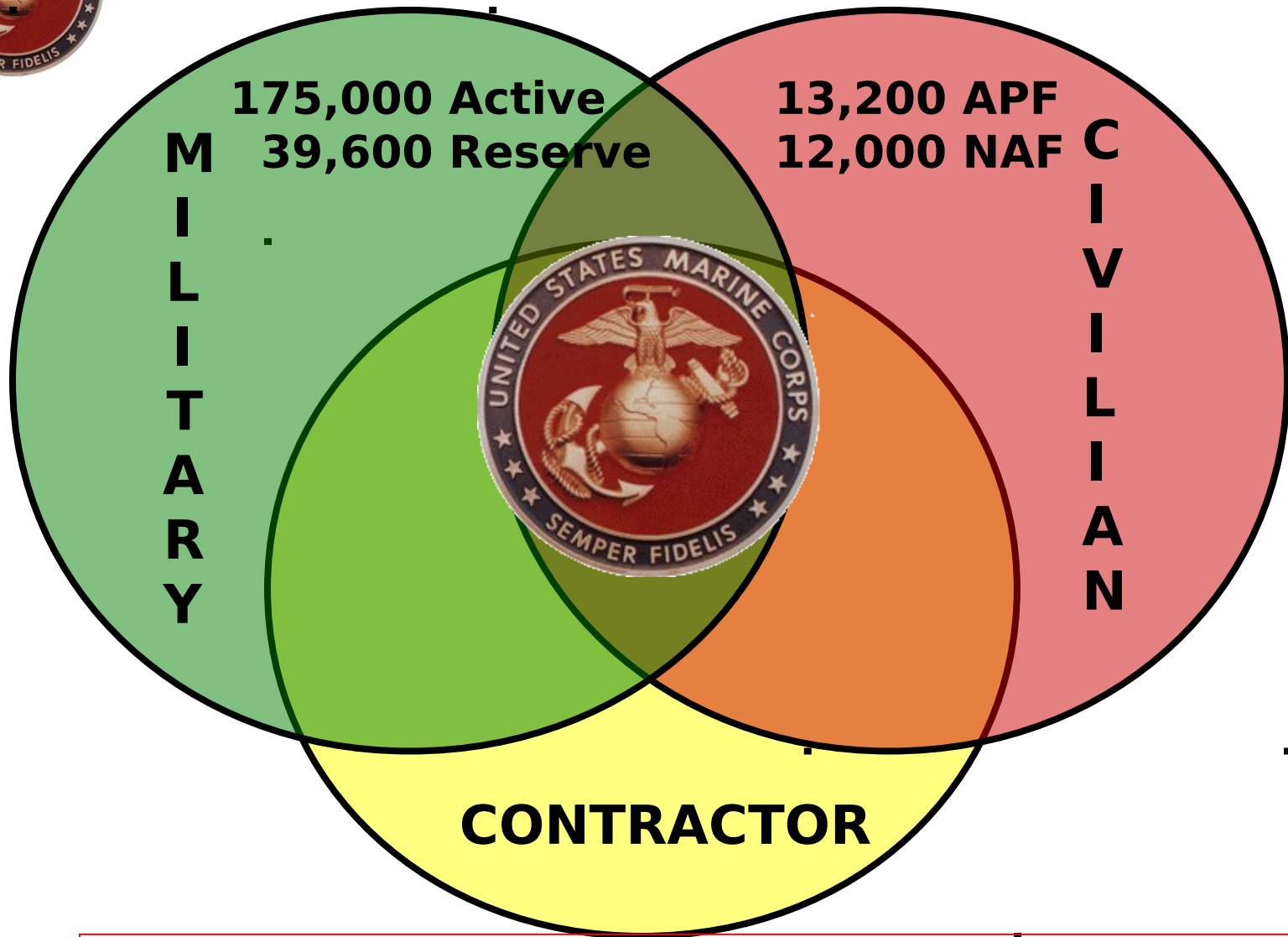


Presentation Approach

- **Focus:** What You Need To Know Or “Should” Be Interested In.
- **Depth:** Wave Tops — Identify Topics IOT Question Staff Further.
- **Contacts:** Local (CHRO’s, Labor Specialists, EEO, etc.), M&RA Staff, Myself.

Installation Ops/Civilian Marines - The New Frontier?

"Total Force"



"Support our Marines. Be part of the Team."



Workforce Demographics

- **Total Civil Service Employment***
 - DoD..... **669,745**
 - USMC..... **13,186 (2% of DoD)**
- **SES Positions***
 - DoD..... **1,113**
 - USMC..... **15 (1.3% of DoD)**
- **GS-14/15***
 - DoD..... **27,127**
 - USMC..... **395 (1.5% of DoD)**

*U.S. Citizen/Appropriated Fund (APF)

Civilians as Compared to Active Duty

-DoD/Other Services - 1 Civilian for Every 2 Active Duty

-USMC - 1 Civilian Marine for Every 13 Marines



Civilian Human Resources “Structure”

ASN
(Manpower & Reserve Affairs)
Mr. William Navas, Jr.

DASN
(Civilian Human Resources)
Ms. Pat Adams

DON
Office of Civilian Human Resources
Ms. Debra Edmond

Policy

HQMC MPC

USMC CHROs
(5)

Advise, Assist, & Facilitate for
Installation Commanders

←----->
Personnel Actions

DON HRSCs
(7)

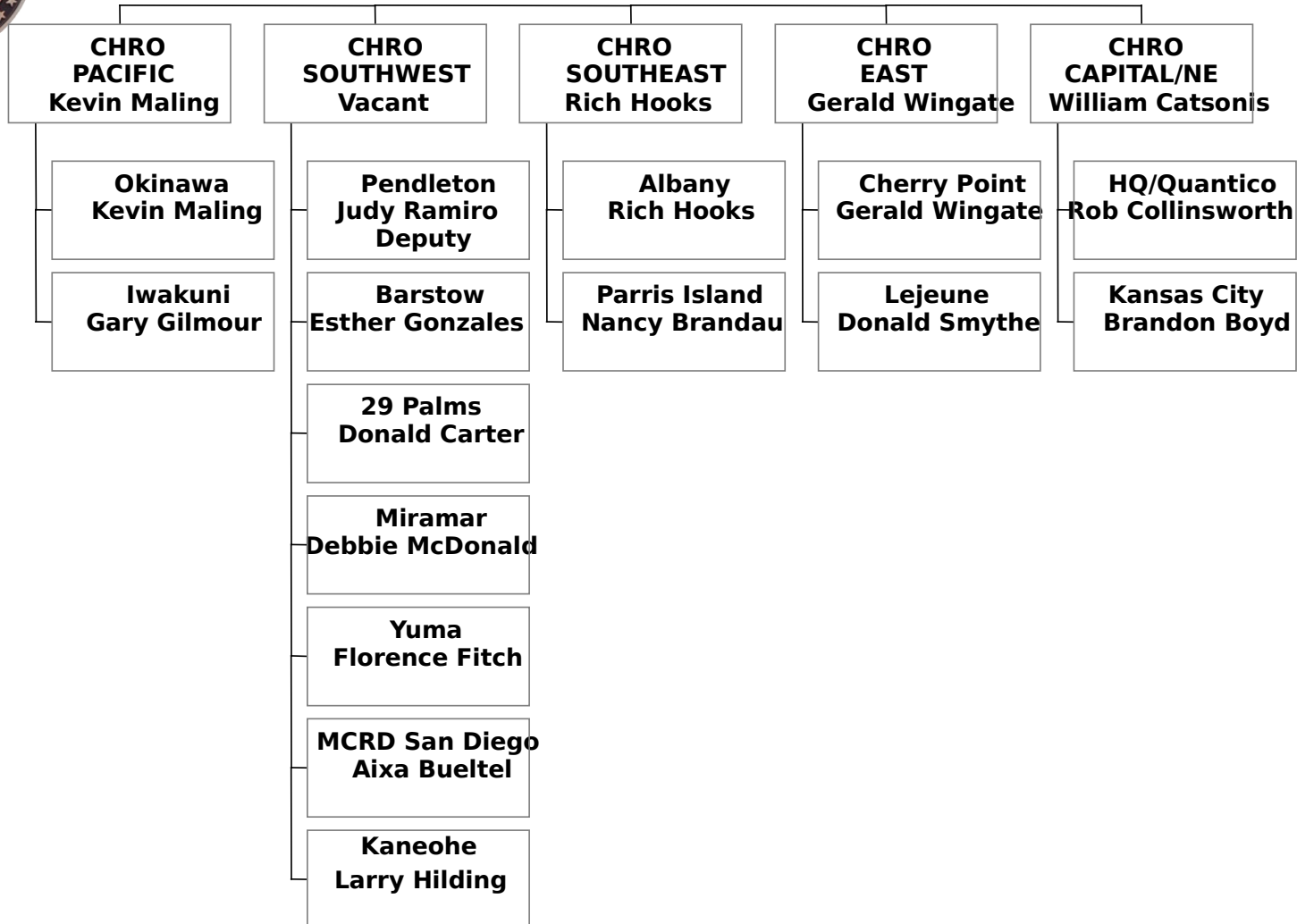
Greatest Interaction: Recruit
& Fill Billets / “Staffing”
Actions

Operational

DoN Human Resource “Service Delivery”

Review - TBD

USMC Civilian Human Resources Offices (CHRO)



Note: 5 CHRO's approved in DoN Reorganization Plan (2001)



M&RA “Reach Back”

Civilian Workforce Management Branch (MPC)

- Personnel Policy & Oversight Career & Leadership Development
- Equal Employment Opportunity
- Staffing & Classification
- Senior Executive Service
- Overseas Employment
- Drug Free Workplace
- Labor & Employee Relations
- Federal Employees Injury Compensation
- Civilian Travel & Transportation

Civilian Workforce Campaign Plan (CWCP)

Goals

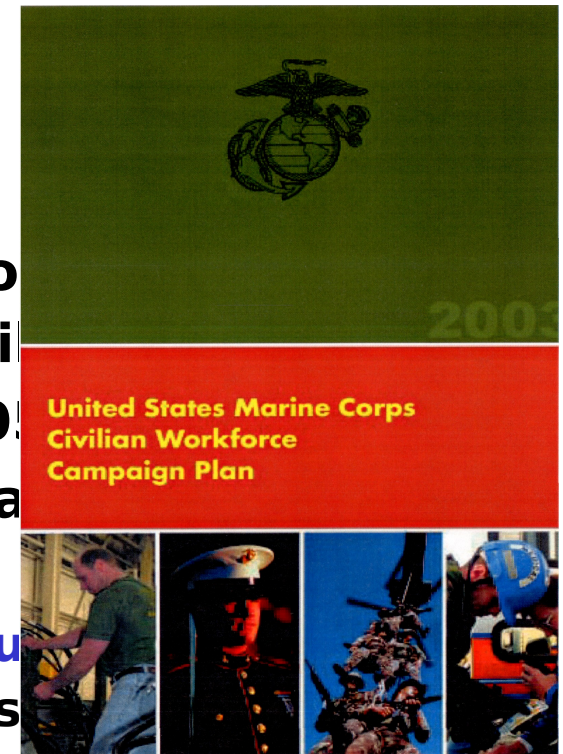
- Establish Marine Corps as employer of choice
- Provide skilled workforce for future
- Provide Civilian Marines with a career path
- Provide opportunities for training, leadership development.



Civilian Marines

Civilian Workforce 2002-2007 Campaign Plan

- 1st CMC White Letter (No. 01-03)
- Installation Commanders will be KEY
 - ✓ Senior Leader Role / suggested action
 - ✓ Incorporate and use your Senior Civilian
- Civilian Marine Lapel Pin (ALMAR No. 00)
- Improve Workforce Development approach
- Campaign Plan
 - ✓ Acculturate and imbue **Marine Corps values**
 - ✓ Nurture, build, and **grow** Civilian Marines
 - ✓ Provide **flexible** career opportunities
 - ✓ **Create leaders** at all levels



"Support our Marines. Be part of the Team."



Leadership Commitment

Our vision is to make the Marine Corps the employer of choice for a select group of civilians imbued with the Marine Corps values of honor, courage, and commitment. Through implementation of the Civilian Workforce Campaign Plan, we will not only define what the Marine Corps will offer its Civilian Marines, but what the Corps expects from them.

Gen M. W. Hagee, February 10, 2004 Senate Armed Service Committee





CWCP Accomplishments/Initiatives

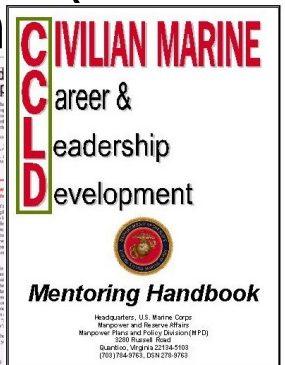
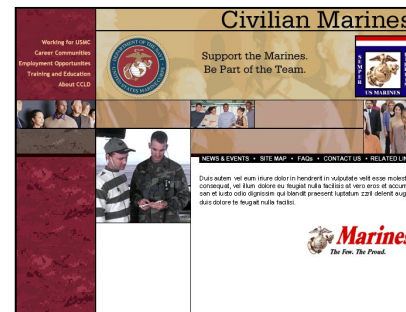
To Date

- 21 Communities of Interest Established
- White Letter 01-03
- Civilian Marine Lapel Pin
- Civilian Marine Website
- Civilian Marine Quarterly Newsletter
- Mentoring Handbook
- CLD Assessment On-Line



Current Initiatives

- Acculturation Program
- Mentoring Program
- CWDA
- CCLD Publication
- Supervisor Training Course and HR Manual (NSPS Impa





Civilian Workforce Development

- **Functional development based on “MOS”**
 - “GS-13 and below”; Entry to full performance
 - ***Installation heavy / dependent*** (\$\$\$)

- **Leadership development, common to all**
 - “GS-11 to GS-15”, Supervisory / Managerial to Executive
 - **Need increasing central / competitive opportunities**

**Somewhat
Notional**



Leadership Development Programs

<i>Program</i>	<i>Grade s</i>	<i># Applicants</i>	<i># Selected</i>
USDA New Leader	GS 7-11	70	20
USDA Exec LDP	GS 11-13	21	7
DoD Exec LDP	GS 12-13	12	2
LEGIS Fellows	GS 13-15	3	3
USDA Exec Potential	GS 13-15	3	3
DLAMP	GS 13-15	3	3
MIT Seminar XXI (DC Metro only)	GS 14-15	4	4



Baseline “Expectations”

✓ Performance Objectives

- Mutually Developed
- Support USMC/Base/Section Mission
- Beginning of Rating Cycle

✓ Individual Development Plans

- Mutually Developed

✓ Performance Evaluation

- Conducted Annually
- Mid-Point Review

✓ Professional Development

- Institutional Commitment
- Formal / Informal Courses
- Cross Training / Seminars
- Special Projects

Fundamental & Proper Workforce Management

Professional Development - Foundational for Organizational Success



National Security Personnel System

- November 26, 2003
- National Defense Authorization Act (P.L. 108-136) provides for the National Security Personnel System

Why?



- DoD Mission Demands **Agility**
 - Increased Efficiency and Effectiveness
 - Quick and Decisive Action
- **Transformational Change** Needed
 - Broad range solutions vs. "Quick fixes"
- Performance is key
 - Compensation, rewards, promotions, and discipline **based on performance**
- Enhance DoD's **ability to use civilian personnel** to accomplish its mission

9

"Features" / Tools



Pay Banding

- **Career groups and pay banding**
- Facilitates pay progression
- Provides for access to higher range of basic pay
- Permits more competitive recruitment of quality candidates at differing rates
- Accommodates broad range of occupations and missions
- **Creates assignment flexibility**

Other Flexibilities

- VERA and VSIP
- Highly Qualified Experts
- Reemployed Annuitants
- Student Loan Repayment

10

**Likely Workforce Angst /
Nervousness**



NSPS Way Ahead

March 2004 - SecDef directed a 3-week strategic review of NSPS

- Full **partnership with OPM**
- Mission-first but also employee-centric with broad **collaboration**
- Administrative Procedures Act (APA) for implementation of regulations
- Defense Acquisition Management model with spiral implementation approach
- DoD Governance through Senior Executive and OIPT
- Aggressive but **event-driven schedules**
- **Communicate**, communicate, communicate



For more information...

- NSPS website (www.cpms.osd.mil/nsps)
 - Central repository for NSPS info



National Security Personnel System



- Secretary Rumsfeld has directed the design and implementation of the National Security Personnel System (NSPS) to be an inclusive and comprehensive process.
- In March 2004 a strategic review was conducted.
- For 3 weeks, this intensive study looked at how to develop the right process to develop NSPS.
- The result is the identification of processes that will involve extensive collaboration.
- **Mission First. People-centric. Broad Collaboration.**
- We are working with our key partners and stakeholders to develop a dynamic and flexible system that will make the Department of Defense the employer of choice for the federal government's civilian workforce for the 21st century.
- Links:
 - [NSPS Program Executive Office Announcement - April 27, 2004](#)
 - [NSPS Design & Implementation Plan](#)
 - [Read the NSPS legislation](#)
 - [Open Letter to DoD Civilian Employees from Under Secretary of Defense \(Personnel & Readiness\) and the Secretary of the Navy](#)



Military-Civilian Conversions

Bottom line

- Return Marines to the Operating Forces
- USMC required to execute an additional 1,372 Military-Civilian conversions in FY05
- Working to pull Competitive Sourcing Working Group (CSWG), Inherently Governmental / Commercial Activities (IGCA) Coding, and Mil-Civ Conversions Working Group into a strategic “plan”



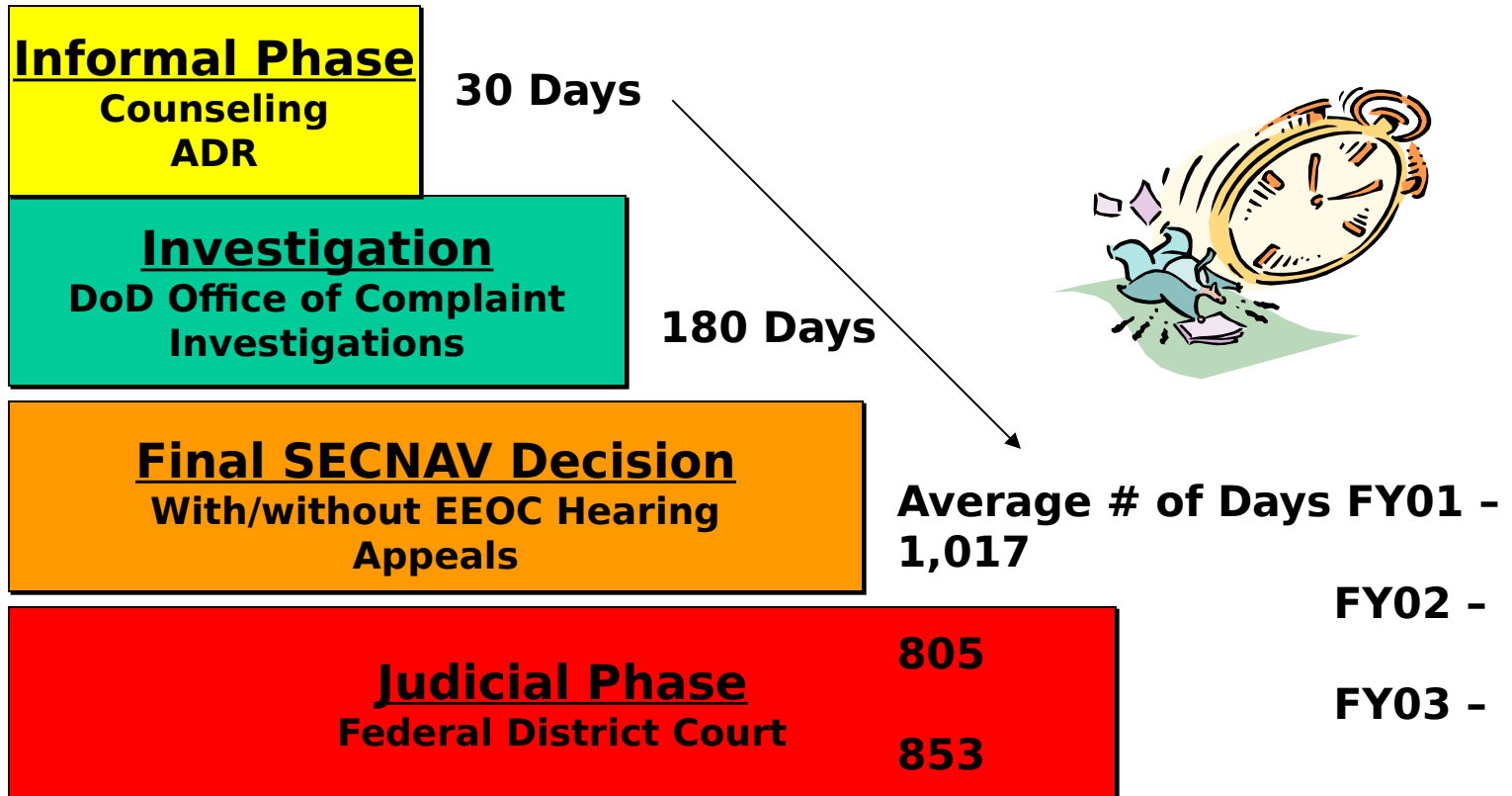
Equal Employment Opportunity (EEO)

- Policy & Commitment:
 - Zero Tolerance for Discrimination and Intimidating and/or Hostile Work Environments
 - Actions and/or Symbols that Could be Considered Offensive
 - Prompt and Immediate Action on Complaints
 - Holding Individuals Accountable for Discriminatory Actions
 - Be Aware of Work Force Climate
 - Ensure EEO is an Integral Part of Training/Education Programs
 - Hold HR/EEO Staffs, Managers, and Supervisors Accountable for Performance of their EEO Responsibilities

Your Policy - One of the first things you issue



Discrimination Complaint Process



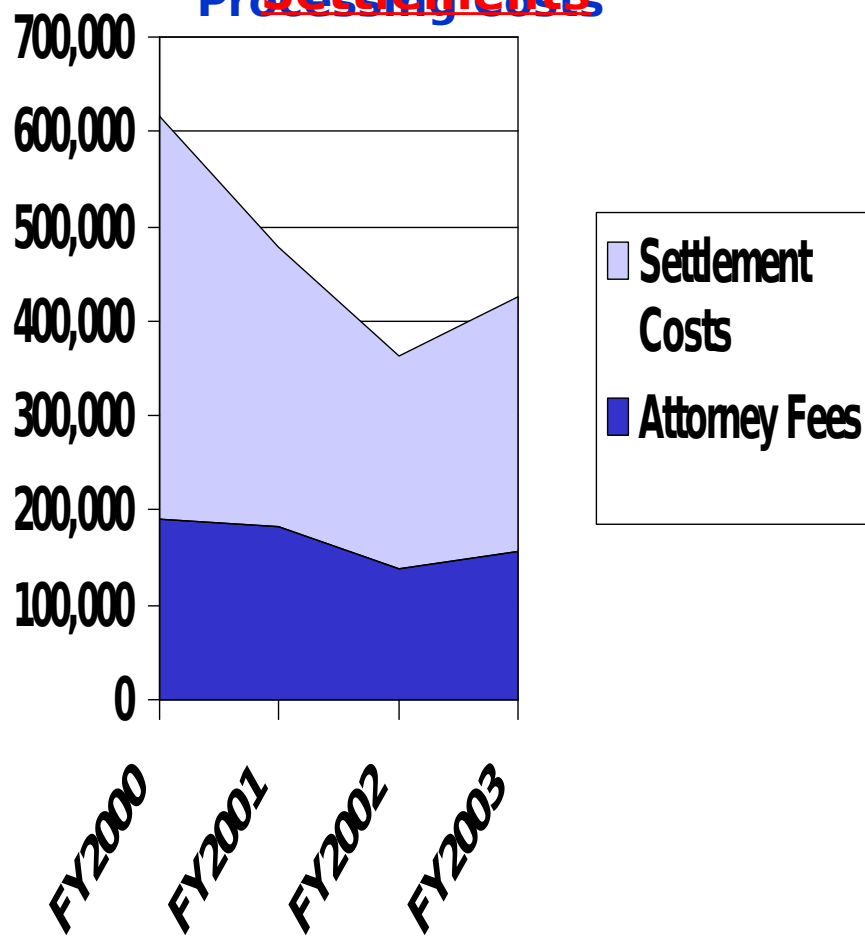
Support Early Resolution



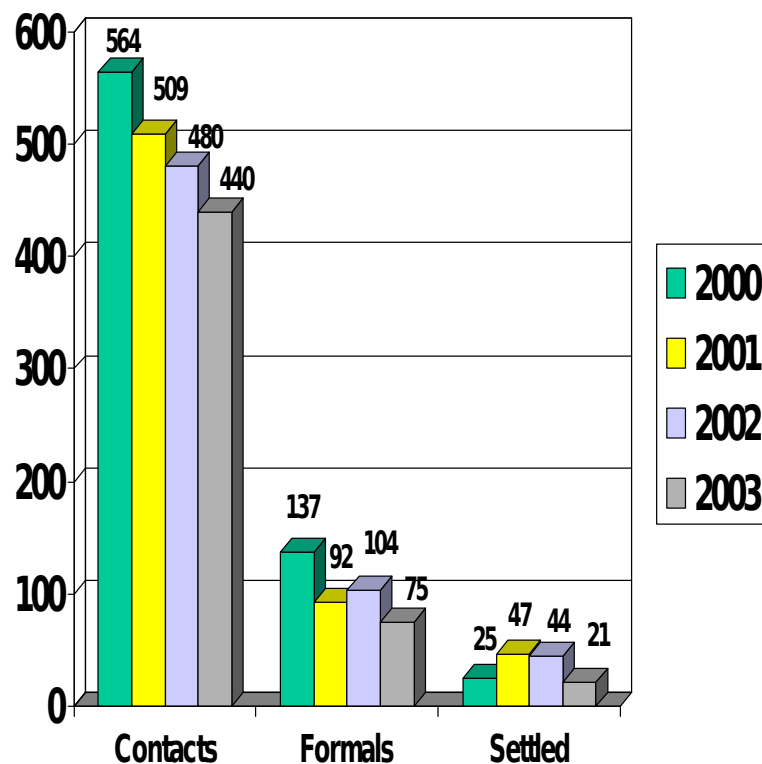
Discrimination

Discrimination Complaint Settlements

Processing Costs

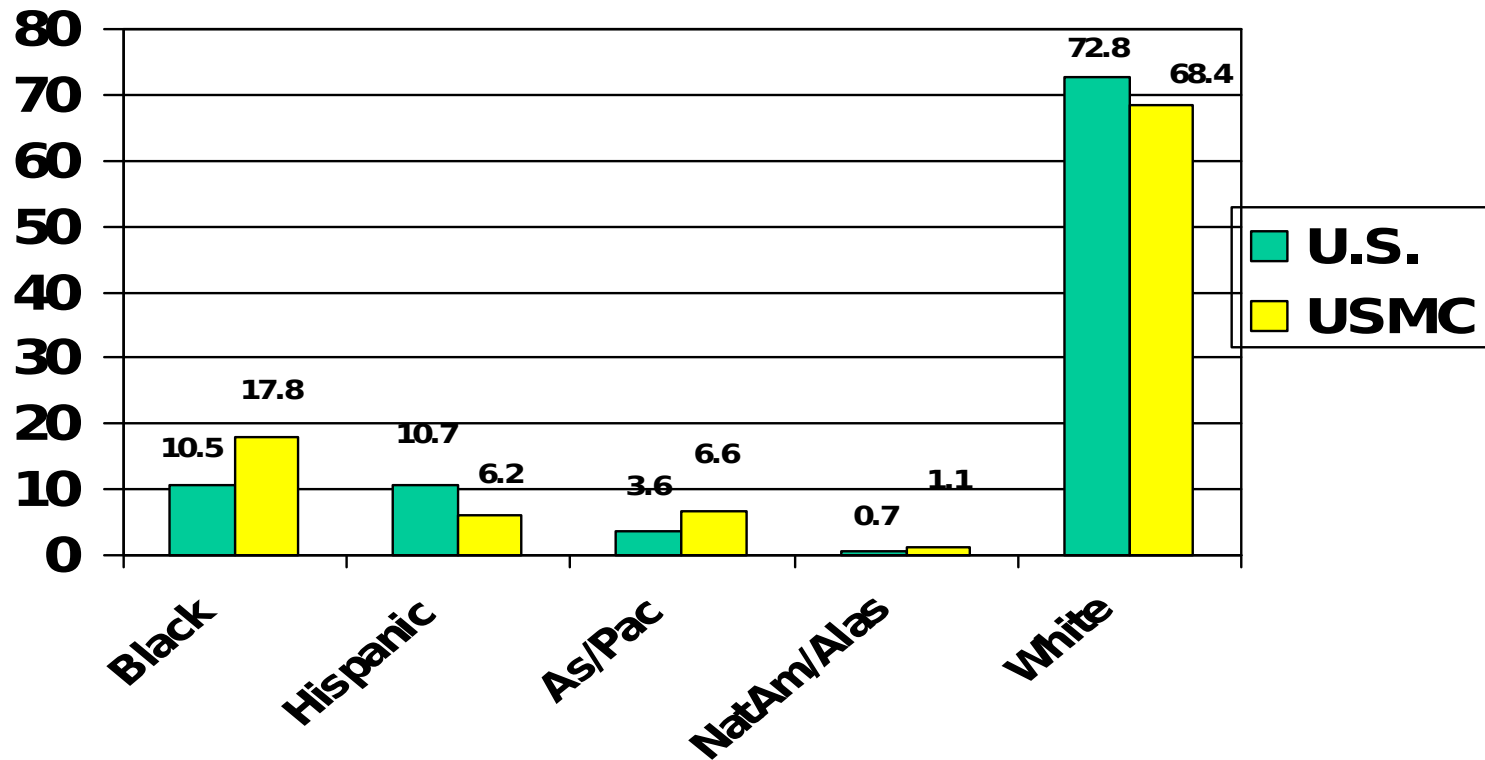


Marine Corps Discrimination Complaint Posture





Workforce Composition





Union Representation of Civilian Marines

- 10 Federal unions represent 17,000+ appropriated and non-appropriated fund Civilian Marines
- Largest segment is represented by the American Federation of Government Employees (AFGE) in a consolidated bargaining unit covering approximately 7,000 employees at 14 locations world-wide

Biggest Issue - "Unfair Labor Practices"



Major Problem Area - Unfair Labor Practices

- MPC-40 processes more than 100 unfair labor practice (ULP) charges against the Marine Corps each year
- Most fall into 2 categories:
 - ◆ Unilateral change to working conditions
 - ◆ Failure to inform of formal meetings
- Prevention = Training

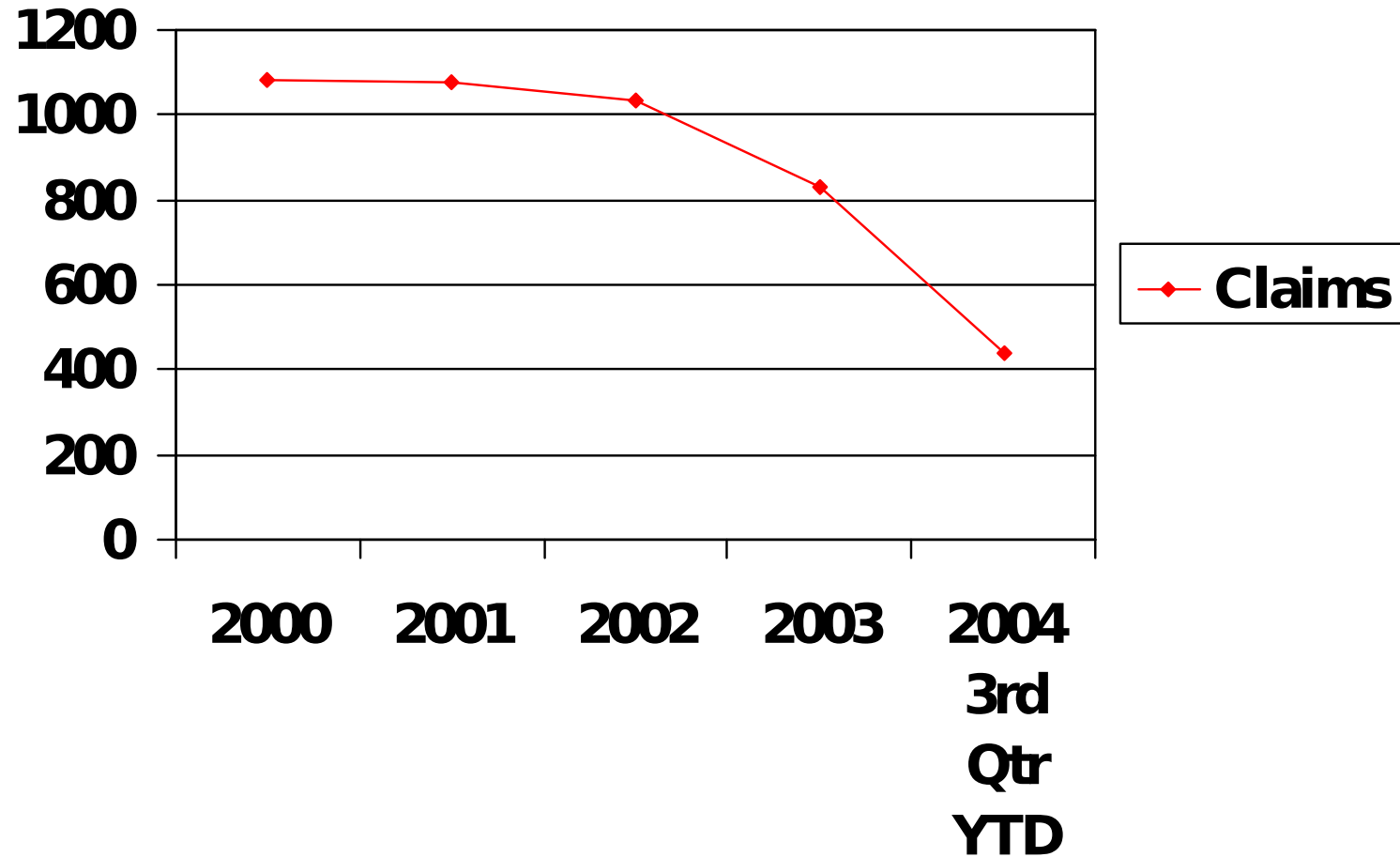
Commanders' Role in Labor Management Relations



- Ensure the Collective Bargaining Agreement is properly administered
 - ◆ Deal equitably with employee unions
 - ◆ Ensure subordinates are properly trained
 - ◆ Ensure unfair labor practices are not committed
- Determine which management officials will represent you in negotiations/determine goals
 - ◆ Management team must always include LR specialist
 - ◆ MPC-40 staff always available to assist



Total Injuries 2000- 2004



Positive Trend



FECA "Lost Day" Rate

	Incident Rate	COP Days	LWOP days	Total Lost Day Rate
2004	8.20	811	2,599	56.29
2003	9.77 <u>4.39</u>	2,997	5,803	62.69 <u>30.90</u>
2002	11.87 <u>4.67</u>	3,746	6,794	74.45 <u>31.66</u>
2001	12.73	4,062	7,255	77.62
2000	10.29	1,689	3,293	61.11

"x.xx" = Aggregate DoD Rates



USMC Installations in DoD Top 40

- MCLB Barstow: (Ranking 2) **Sep 03**
 - Total Lost days: 1,812 Lost Day Rate: 144.43 **205.55**
- MCB Camp Lejeune: (Ranking 10)
 - Total Lost days: 2,541 Lost Day Rate: 93.90 **92.50**
- MCAS Cherry Point: (Ranking 17)
 - Total Lost days: 554 Lost Day Rate: 46.55 **73.73**
- MCB Camp Pendleton (Ranking 26)
 - Total Lost days: 1,529 Lost Day Rate: 63.14 **54.55**

Data from DFAS payroll records for Pay Period Ending 26 Jun 04
Total Lost Days = COP days + LWOP days
Total Lost Day Rate=(COP + LWOP) X 200,000/Prorated hours



Lingering Issue

- UnSecDef (P&R) 13 Jun 03 memo: Injury Compensation Program Administration
 - “Management authority for the injury compensation program is assigned to the Civilian Personnel Offices”--DoD Directive 1400.25, “Department of Defense Civilian Personnel Manual”
 - Memo reiterates authority must be retained in CPO
 - Several bases have ICPA located in other areas--Awaiting DON guidance before requiring changes to local program management

POC's



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**Branch Head, Civilian Workforce Management: Ms. Ann Mari e Khinoo,
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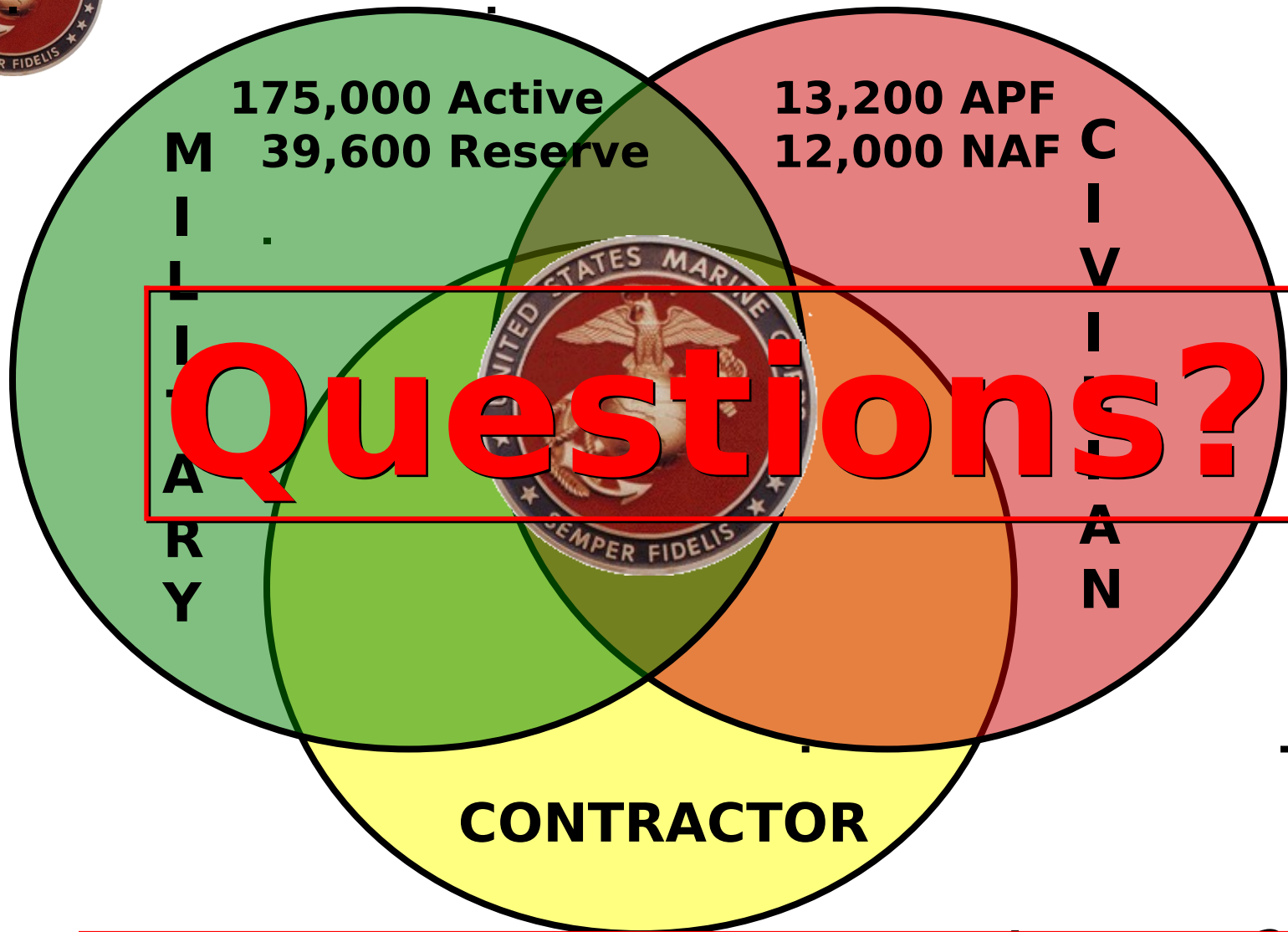
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